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ABSTRACT

This report describes the administrative organization of two hypothetical comprehensive community-junior colleges: an urban institution with an enrollment of 1500 and a small-town, church-related institution with an enrollment of 1500. Data were obtained from interviews, literature search, and 2-year college publications. Five major administrative offices were examined in terms of their mission, assigned personnel positions, responsibilities, typical tasks, and desirable qualifications. The offices and their assigned personnel are: (1) President's--president, director of institutional research, and college chaplain; (2) Academic Affairs--dean, director of evening programs and community services, director of learning resources/librarian, director of occupational and extension programs, and division heads; (3) Student Affairs--dean, director of student activities, director of health services, director of placement and financial aid, director of counseling and testing, counselors, deans of men and women, and registrar/director of admissions; (4) Business Affairs--director, director of auxiliary services and personnel, superintendent of buildings and grounds; and (5) Development and Public Affairs--director, director of fund raising, alumni secretary, and directo r of public information services. (JO)

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ADMINISTRATIVE MISSIONS OF THE TWO YEAR COLLEGE

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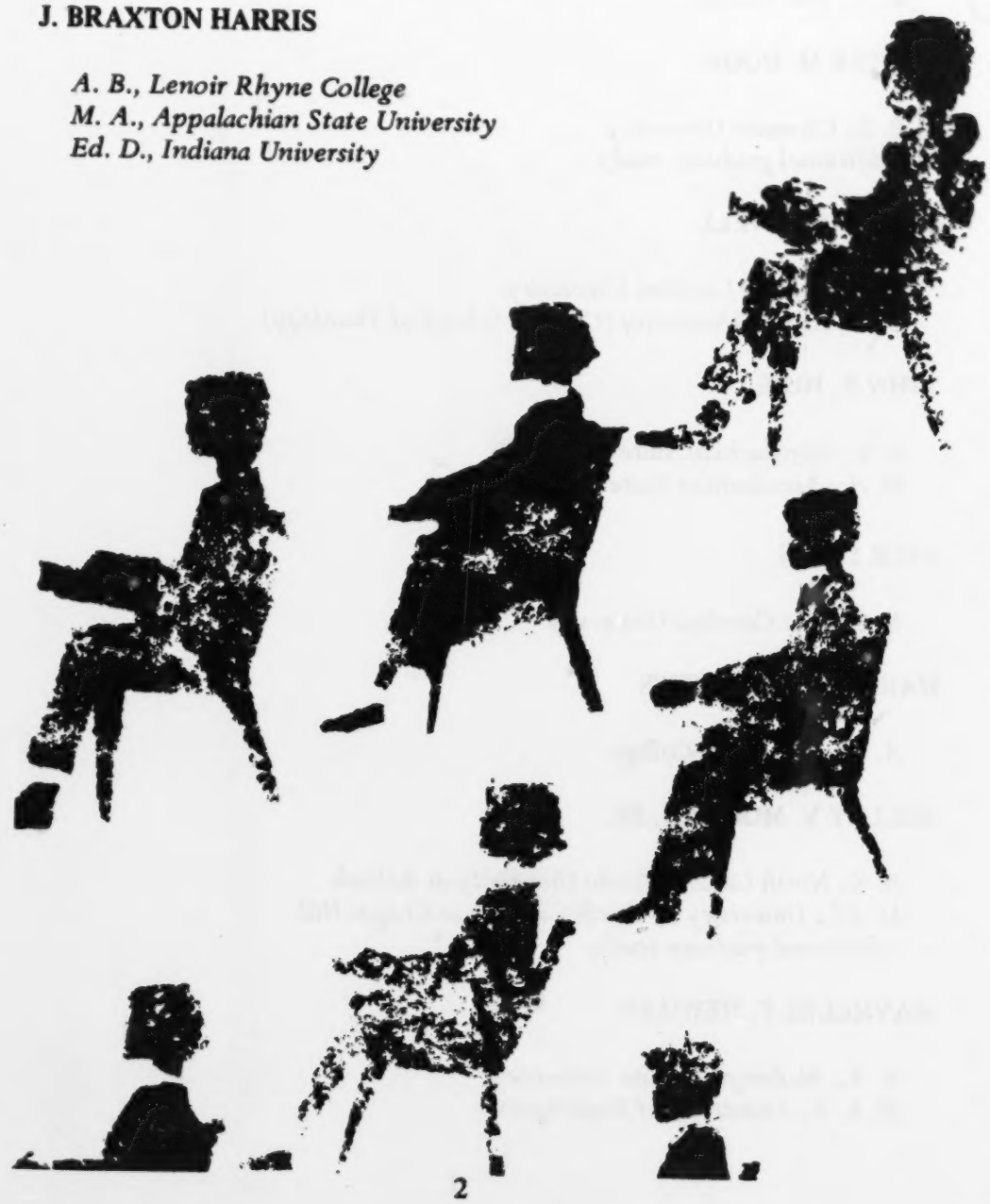


MAJOR MISSIONS
OF THE ADMINISTRATIVE OFFICES
IN THE TWO-YEAR COLLEGE

PRESIDENT'S OFFICE

- Clarify objectives
- Recommend alternative objectives
- Comprehensive inspirational leadership
- Maintain morale
- Encourage communication among all segments of the campus community
- Selection of key personnel
- Long-range planning
- Maintaining institutional financial support and stability
- Policy-making
- Report to board of trustees on the internal affairs of the institution

ACADEMIC AFFAIRS

- Plan and implement instructional objectives and programs, including budgetary requirements
- Administer instructional programs
- Evaluate instructional programs
- Recruit and develop staff
- Advise the president on academic affairs

STUDENT AFFAIRS

- Recruitment of students
- Counseling
- Orientation and testing
- Maintain student records
- Communication
- Student discipline
- Placement
- Housing, financial aid and other services
- Student life
- Registration
- Advise president on student affairs

BUSINESS AFFAIRS

- Financial records
- Budget projections
- Advise president in financial matters
- Staff personnel matters
- Operation and maintenance of plant

DEVELOPMENT AND PUBLIC AFFAIRS

- Formulate and coordinate projections for growth (educational, physical, enrollment, etc.)
- Conduct public relations program
- Fund raising
- Advise president on development and public affairs

JOB DESCRIPTIONS OF ADMINISTRATIVE OFFICERS IN THE TWO-YEAR COLLEGE

The following job descriptions are based on interviews with persons holding similar positions, readings from the literature, publications of two-year colleges in various parts of the United States, and the personal experiences and discussions of members of the class. The descriptions are not intended to be exhaustive and may not fit every situation. The positions described are keyed to two hypothetical two-year colleges (see Figures 1 and 2). The numbers in parentheses following each job title refer to one or both of the colleges in the two Figures.

PRESIDENT'S OFFICE

Title: President (1,2)

General Statement: A position in which the individual is responsible directly and/or indirectly for the overall operation and the educational leadership in relating to the college community.

Responsibilities and Typical Tasks: Serve as administrative officer to the Board of Trustees and report to the Board of Trustees on the internal affairs of the institution; clarify objectives and recommend alternative objective which would help the institution reach educational goals; select key personnel to serve with the president in major administrative areas in order to relieve the president of some administrative details in fulfilling the overall educational objectives of the institution; coordinate, correlate planning on short and long range basis; set goals, practice and encourage high morale and inspirational leadership among personnel and students of the institution; encourage and practice effective communications among all segments of the campus community; be able to make and enforce logical policy.

Desirable Qualifications: Doctor's Degree in College Administration. A minimum of three years experience in Junior or Senior College Administration.

Title: Director of Institutional Research (1,2)

General Statement: The Office of Institutional Research has as its main function the collection and interpretation of information relating to the College, its students, its staff, its faculty, its program and its operation. Any studies which relate to these areas are considered institutional research and must be coordinated by this office, though other college personnel may actually conduct the work. It is also advisory in the areas of seeking outside funding from public or private sector, assisting in locating possible areas of support and writing of proposals.

Responsibilities and Typical Tasks: The Director offers leadership and coordination for various projects and programs of continuing institutional self study. He collects, files, and acts as liaison person relating research reports from external and internal sources, particularly those involving college services to its community. He develops models to collect, store, and analyze pertinent kinds of student, faculty, follow-up, or community data in machine readable form, and uses these data banks to analyze and project research. He disseminates, in meaningful formats, results of his research to those affected by it. He acts as a consultant with administration, faculty, students, staff, and outside agencies to determine college-wide research needs and assist in evaluating or implementing new educational concepts. When requested by the President, or other persons with official authority, he conducts studies and searches of professional literature and confers with university professors, state, local, or federal officials to acquire necessary information and support. (He may assist in preparation of federal grants, questionnaires or reports, and coordinates compilation of all such documents.) He is chairman of the Institutional Research Committee and the Data Processing Committee.

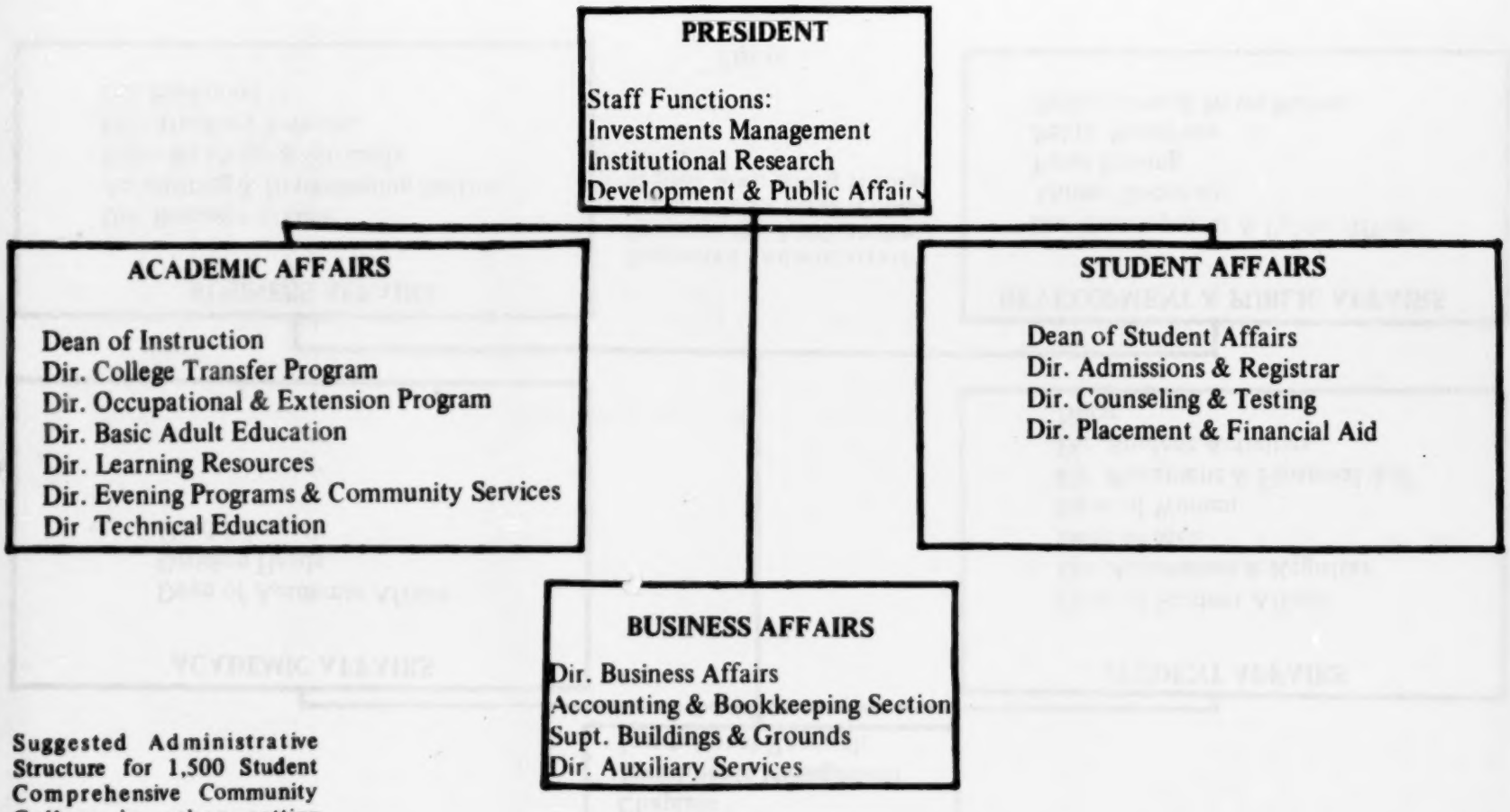
Desirable Qualifications: Doctorate, or equivalent experience in applied practice of research, computer technology, or institutional development.

Title: Chaplain of the College (2)

General Statement: This person is primarily concerned with the religious activities and welfare of students on campus.

Responsibilities and Typical Tasks: To organize and promote the religious programs on campus; to conduct Sunday morning and evening services at the chapel; to advise and counsel students in religious matters; to invite speakers of varying faiths to the campus; to have showings of spiritually educational films; to organize student unions for members of various denominations; to make himself readily available for counseling; to speak at various civic functions in the community; to supply news of religious activities to the publication officer.

Desirable Qualifications: Bachelor's degree and first professional degree in theology; experience working with young adults.



Suggested Administrative Structure for 1,500 Student Comprehensive Community College in urban setting (College No. 1)

Figure 1

PRESIDENT

Staff Functions:
Chaplain
Investments Management
Institutional Research

ACADEMIC AFFAIRS

Dean of Academic Affairs
Division Heads
Head Librarian

STUDENT AFFAIRS

Dean of Student Affairs
Dir. Admissions & Registrar
Dean of Men
Dean of Women
Dir. Placement & Financial Aid
Dir. Student Activities
Nurse

BUSINESS AFFAIRS

Dir. Business Affairs
Accounting & Bookkeeping Section
Supt. Buildings & Grounds
Dir. Auxiliary Services
Dir. Personnel

DEVELOPMENT & PUBLIC AFFAIRS

Dir. Development & Public Affairs
Alumni Secretary
Fund Raising
Public Relations
Publications & News Bureau

Suggested Administrative Structure for 1,500 student, church related Junior College in small town setting (College No. 2)

Figure 2

ACADEMIC AFFAIRS

Title: Dean of Academic Affairs (1,2)

General Statement: This person is responsible for the administration of the over-all instructional program of the college.

Responsibilities and Typical Tasks: Develop instructional objectives, policies, plans, and programs for the college. chair academic committees schedule regular meetings with divisional chairmen and academic committees for consultation in developing instructional programs, and discussing problems or plans of the individual programs; works with program directors in procurement of faculty and recommends to the President appointment, retention, promotion, and dismissal of instructional personnel; reports periodically to the President on matters concerning the instructional program; works with registrar in final approval of faculty loads, class schedules, and quarterly or semester reports; works with divisional chairmen in cooperation with local business, industrial, and professional leaders to coordinate instructional objectives with local need; establish criteria and policies for student standards - their selection, retention, and awarding of degrees and honors; works in advisory capacity with library and learning resources center; coordinates instructional program with other programs of the college; conducts studies to promote instructional excellence; submits budget for instructional program to the Director of Business Affairs; acts as chief administrative officer in the absence of the President; maintains adequate records of duties.

Desirable Qualifications: Doctorate in educational administration; experience in teaching, in business, in industry, or in community planning.

Title: Director of Evening Programs & Community Services (1)

General Statement: The Director of Evening Programs and Community Services works under the direction of the Dean of Instruction and is the official liaison between the administration of the college during evening hours.

Responsibilities and Typical Tasks: The Director is responsible to represent the administration of the college during the evening hours. He takes action on routine matters, involving instructors, students, clerical and custodial personnel. The evening director is responsible to report either personally or in writing to the Dean of Instruction, any incident which is not completely settled to satisfaction of the involved parties.

The director employs instructors for community services programs (especially in public community colleges). Director is responsible for observing and reporting on existing or potential problems related to instruction, instructor, student or administrative matters. These matters will be reduced to writing and forwarded to the appropriate dean through the Dean of Instruction. The deans may assign specific tasks to be accomplished and reported directly to them. When deemed appropriate, the Dean of Instruction will be informed of these assignments.

Desirable Qualifications: The evening administrative officer must understand and be fully committed to the purposes and objectives of the college. He must be a mature individual who has had successful experience as an educational institute administrator. Experience as a teacher is desirable. A degree at the bachelor's level is desirable.

Title: Director of Learning Resources or Librarian (1,2)

General Statement: Administers the collection, production, organization, and utilization of all instructional media including print and nonprint materials. Member of curriculum committee, and sits in with president's council to facilitate planning for needs and development of projections. Coordinates library, audio-visual, and learning labs, as well as television activities, if present on campus.

Responsibilities and Typical Tasks: Manages, through qualified subordinates, the acquisition, organization, production, reference, inventory control, user guidance, and orientation functions of the Learning Resource Center to integrate educationally effective components of the instructional system. The Director recommends professional, technical, and clerical personnel for employment, and works with the computer center and other administrators of the college to implement effective support systems. He encourages faculty and student participation in selection and use through personal contact and in-service programs to stimulate use, awareness of services and materials. He develops budget and policy proposals. He recommends new technologies for consideration by the faculty and administration. He promotes and maintains community, regional, state, and federal contacts with other media specialists and developing plans for sharing of resources and networks.

Desirable Qualifications: At least a Master's Degree, with emphasis on new media, communications, librarianship, or junior college curriculum design. Demonstrated ability to coordinate and manage service operations. Understanding of learning behaviors related to media is desirable.

Note: There are usually Librarians, Graphics or Telecommunications Specialists, AV Directors, Learning Lab Directors, Language Lab Personnel, and a range of other special talents required to make Learning Resource support effective. In a small college, these responsibilities may be met by paraprofessionals, or be added duties for teaching faculty.

Title: Director of Occupational and Extension Program (1)

General Statement: This person, under the Dean of Instruction, is responsible for planning and directing the program offering occupational upgrading courses (those to improve present occupation or to prepare for another) which are often of an extension nature. He is also Director of Adult Basic Education.

Responsibilities and Typical Tasks: Works with community business and industrial leaders to plan the courses most needed in occupational upgrading; secures instructors for the courses and determines where and when the classes will be offered. (Classes are often such things as television repair and may be held at a local firm); plans and hires instructors for adult education program; assures that local citizenery is made aware of programs being offered; maintains adequate records of his duties; posts office hours for consultation with interested citizens; periodically reports to the academic dean on matters concerning these programs.

Desirable Qualifications: Bachelor of Arts, Science, or Technology Degree in a technical field, extensive work in business, industry, and community planning.

Title: Division Heads (1,2)

General Statement: This position is the chairmanship of a division which is appointed by a Curriculum Committee (composed of a member of the Board of Trustees, the President, an elected representative of the department chairmen, a student representative, and chaired by the Dean of Academic Affairs).

Responsibilities and Typical Tasks: Organizes, coordinates, develops, and promotes the program of the division in cooperation with departmental chairmen and the Dean of Academic Affairs; holds regularly scheduled divisional meetings and sends minutes of these meetings to the academic dean; recommends, in cooperation with department chairmen, through the academic dean, to the business manager the division's budget; controls inventories within the division; conducts studies on ways of improving academic excellence within the division, teaches classes assigned by the academic dean, maintains adequate divisional records.

Desirable Qualifications: A Master's Degree and preferably additional graduate work; experience in administrative work.

STUDENT AFFAIRS

Title: Dean of Student Affairs (1,2)

General Statement: The Dean of Student Affairs works under the direction of the president and in accordance with the overall concept of the institution, and is responsible for student personnel services.

Responsibilities and Typical Tasks: The Dean is responsible for formulating and recommending policies on matters relating to the development and operation of the student personnel services and for staffing his department. He is responsible for recommending decisions on any and all phases of student-related college operations. He will provide the necessary training of the staff under his supervision. Typical tasks of the Dean of Student Affairs would be coordinating student recruitment, evaluation, counseling, orientation and testing, registration, records, services, activities, student discipline, student life and placement. The dean is responsible for designing, planning, and organizing these functions in the institution.

Desirable Qualifications: Master's degree in personnel administration, a background of experience in guidance and in dealing with personnel problems; working knowledge of senior colleges and the principles and procedures of learning; management skills.

Title: Director of Student Activities (2)

General Statement: This person, under the Dean of Student Affairs, is director of the student center and works with student organizations, faculty, and the administration in coordinating student activities.

Responsibilities and Typical Tasks: Directs fiscal and other operations of the student center and is responsible for all personnel of the center; conducts regularly scheduled or called meetings with student advisory committees for discussing problems and planning activities; coordinates student plans with faculty and administration; works closely with the college chaplain on matters concerning student activities; maintains adequate records of his duties.

Desirable Qualifications: Masters Degree in student personnel work or recreation; should have been active in student affairs during his own days as a student.

Title: Health Services Director (2)

General Statement: A person concerned chiefly with students' safety, first aid facilities, and health services in the infirmary.

Responsibilities and Typical Tasks: Maintain up-to-date file of Student Medical Examination Forms. Furnish Physical Education Department and Counselors with list of students with physical defects. Regular reports to Director of Student Affairs of accidents, illnesses and supplies. Building first-aid kits are to be refilled with special attention to science laboratories and physical education building kits. Regular infirmary office hours are used for close contact with Dean of Women and students. Complete speedily referral to physicians and affiliated hospitals; and administer group hospitalization and accident insurance plans. Be on call for health class discussions and community speeches.

Desirable Qualifications: Health Administrator or hospital experience and/or Registered Nurse.

Title: Director of Placement and Financial Aid (1,2)

General Statement: Tailor Scholarship, loan, and work-study forms of aid to suit individual circumstances; assist in job placement.

Responsibilities and Typical Tasks: Aid all needy students by calculating their academic promise and financial need. Coordinate the program of scholarships, loans, grants, and student employment. Assigned the responsibility for organizing and administering efforts to secure funds from outside agencies, especially the Federal Government for special projects. Maintain files on off campus job opportunities. Schedule placement interviews and make job information available.

Desirable Qualifications: Training in personnel work and a B. S. in related sociology. M.A. in business administration and economics.

Title: Director of Counseling and Testing (1)

General Statement: A person primarily concerned with administration of the over-all counseling program, including counseling - both personal and vocational - and psychological testing.

Responsibilities and Typical Tasks: Working with other counselors in the department and with the Dean of Student Affairs in formulating policy for the Department of Counseling: supervising a staff of counselors and clerical workers; developing or assuring the maintenance of an adequate records system; reporting periodically to the Dean of Student Affairs on matters concerning the counseling department; posting of regular office hours for consultation with students when necessary, or for coordinating the department with other departments in the school; helping coordinate the department's participation in student affairs.

Desirable Qualifications: Master's degree and advanced graduate work in clinical psychology, experience in counseling and testing (particularly in business and industry).

Title: Counselors (1)

General Statement: This division, under the Director of Counseling, should be primarily concerned with carrying out duties of department policy rather than administration. The counselors work is to help students satisfactorily adjust to college, and to encourage each student in the direction of the student's own best interests.

Responsibilities and Typical Tasks: Individual counseling and testing; interpretation of tests to students; referring students, when necessary, to the proper agencies; encouraging students toward suitable academic and vocational goals; guiding students toward improved social and emotional adjustments; keeping adequate records on work; maintaining regular office hours; promoting close relationships with students by sponsoring, along with a faculty and student advisor, a maximum of three student activities; each counselor working one evening a week to extend these services to evening students.

Desirable Qualifications: A Master's Degree in guidance and counseling, student personnel work, or clinical psychology, experience in counseling and testing either in social work or business and industrial personnel work.

Title: Deans of Men and Women (2)

General Statement: The Deans of Men and Women shall direct the counseling activities and act as advisor to the judicial branch of the student government.

Responsibilities and Typical Tasks: Give and interpret psychological and placement tests, act as general council to students in need, prepare notification of pupils on probation, prepare mid-term failure reports, handle student emergencies, handle student discipline, supervise residence hall life.

Desirable Qualifications:

M. A. in guidance and counseling
Experience working with young people
Experience in personnel work

Title: Registrar and Director of Admissions (1,2)

General Statement: He shall compile and maintain all student records for the college and shall direct all admissions to the college.

Responsibilities and Typical Tasks: Handle all inquiries concerning admission, publish admission requirements, establish registration procedures, handle student/parent visitations, arrange contact with high school counselors, handle all applications, notify students of the determinations of his application, keep an accurate accounting and statistical analysis of applications, prepare and post grade reports, compute grade point averages, maintain student records, evaluate student records for graduation, evaluate and revise, as needed, methods of handling student records, furnish officials with enrollment predictions, varify faculty and student loads, compile state reports, direct recruitment of students.

Desirable Qualifications:

Master's degree or equivalent
Major in two-year college administration
Experience working with students
Knowledge of statistical procedures

BUSINESS AFFAIRS

Title: Director of Business Affairs (1,2)

General Statement: A position in which the individual is primarily responsible for the total financial and sound business practices of the institution.

Responsibilities and Typical Tasks: Select department assistant and other staff personnel; coordinate and implement sound business practices and records; maintain records which would give a true financial status of the institution at any time; advise president in financial matters and be able to make financial recommendations to the president; work with department heads and coordinate budget projections; select personnel, delegate responsibilities and maintain follow-up program for the efficient and economical operation of plant; coordinate building construction.

Desirable Qualifications: B. S. Degree in Business Administration with at least three years experience in the accounting field or two year degree or certificate in accounting with six years experience in the accounting field.

Title: Director of Auxiliary Services and Personnel (1,2)

General Statement: Under the direction of the Director of Business Affairs, is responsible fo the design and operation of auxiliary services and personnel functions.

Responsibilities and Typical Tasks: Design, establish, and maintain a system of operation of the college stores, food services, and other auxiliary enterprises including book stores, transportation, telephone, mailroom, duplicating, security, and health services. In cooperation with administrative officers of the college, secures, assigns, and supervises non-academic personnel for units under his care.

Desirable Qualifications: Bachelor's degree or equivalent; experience with similar responsibility in education or industry.

Title: Superintendent of Buildings and Grounds (1,2)

General Statement: A position in which the individual is responsible for the proper maintenance and appearance of buildings, machinery, equipment and grounds.

Responsibilities and Typical Tasks: Selection and training of adequate personnel for the proper maintenance of buildings, equipment and grounds; supervise the repair and installation of equipment; set up periodic preventive maintenance schedules; make recommendations on replacing worn out or obsolete equipment; delegate responsibilities in the area of building maintenance, equipment maintenence and sanitation.

Desirable Qualifications: Experience in Industrial maintenence, diploma or certificate from trade or vocational school in electricity or heating and air conditioning, and experience in general maintenance.

DEVELOPMENT AND PUBLIC AFFAIRS

Title: Director of Development and Public Affairs (1, 2)

General Statement: This position carries responsibility for the total development and public relations of all areas in the college.

Responsibilities and Typical Tasks: Formulate and coordinate projections for total growth; conduct public relations programs; direct and supervise the staff in the areas of fund raising, alumni affairs, publications and news bureau; supervise and coordinate the growth of the college in education, physical expansion, and enrollment; keep the lines of communication open between faculty, staff, and students; coordinate the activities of the office with that of the president's office; promote the interest and objectives of the college to the general public.

Desirable Qualifications: Master's degree in business, or its equivalent; prefer a background in business or school administration.

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Responsibilities and Typical Tasks: Formulate and coordinate projections for total growth; conduct public relations programs; supervise and coordinate the growth of the college in education, physical expansion, and enrollment; keep the lines of communication open between faculty, staff, and students; supervise all college publications; direct fund-raising activities.

Desirable Qualifications: Master's degree in business, or its equivalent; prefer a background in business or school administration.

Title: Director of Fund Raising (2)

General Statement: The Director of Fund Raising shall have responsibility for directing and coordinating all school fund raising projects.

Responsibilities and Typical Tasks: Direct and Coordinate all club fund raising activities, organize alumni chapters for fund raising projects, meet with outstanding alumni, advise the business office on the investment of funds, approve all fund raising projects, arrange for appreciation to be shown outstanding contributors.

Desirable Qualifications:

Experience working with people
Ability to influence people
Experience in public relations or fund raising work
Neat and personable appearance

Title: Alumni Secretary (2)

General Statement: The holder of this position, under the Director of Development and Public Affairs, coordinates and supervises all functions pertaining to the alumni.

Responsibilities and Typical Tasks: Supervise and control all publications going to the alumni; keep accurate records of alumni residence, occupations, and other information that might prove of value; promote programs that will encourage the alumni to support the college financially; coordinate alumni homecoming activities; supervise the printing of the alumni news letter and the alumni newspaper; supply the college news bureau with pertinent alumni news; be available for speaking engagements at alumni functions outside the college community.

Desirable Qualifications: Master's degree in business administration or public administration preferred. Experience in either or both areas is desirable.

Title: Director of Public Information Services (1,2)

General Statement: Responsible for preparation and publication of information about the college community, including activities to obtain, coordinate, and disseminate news of all activities to the communications media. He assists in preparation of catalogs and brochures, and in planning and supervising public ceremonies and special events.

Responsibilities and Typical Tasks: The Director of Public Information Services plans and directs the community relations program of the college. He assists in preparing annual reports for the Board of Trustees and in development of all official campus publications, with the content being prescribed in the divisions or areas of college most involved. He writes, approves, and submits all news releases and keeps files of such releases, as well as back issues of all publications and brochures. He provides such information about the college as pictures or descriptive material to those seeking them, and manages the college speaker's bureau. He advises student and faculty groups, and instructs the journalism classes upon request. He acts as faculty advisor to the student annual, and is a continuing consultant to the student newspaper staff. He performs such other duties as the president may direct. He is responsible for arranging printing, photography, filming, or other such necessary production details.

Desirable Qualifications: College degree in Journalism or Public Relations work or equivalent. Must be able to meet and work with all kinds of people. Experience in radio or television also useful.